



DEPARTMENT OF THE ARMY  
HEADQUARTERS UNITED STATES ARMY TRAINING AND DOCTRINE COMMAND  
102 MCNAIR DRIVE  
FORT MONROE, VIRGINIA 23651-1047

REPLY TO  
ATTENTION OF

ATCS-E

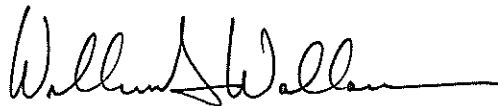
8 January 2007

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: TRADOC Policy Letter 7, Anti-Harassment

1. Reference EEO Commission Management Directive 715, Equal Employment Opportunity, 1 Oct 03.
2. I am strongly committed to ensuring no form of prohibited workplace harassment exists within TRADOC because it impacts our most valuable resource - our people. It undermines the integrity of employment relationships and interferes with work productivity.
3. Workplace harassment has many faces. It results in the inability of employees to function at work because of harassing behavior from others at the worksite. Engaging in workplace or discriminatory harassment is prohibited behavior within TRADOC. It is considered misconduct and subject to disciplinary action.
4. The enclosure establishes procedures for dealing with all allegations of harassment. Individuals who believe they are victims of harassment from supervisors or coworkers should immediately report the conduct to an appropriate management official.
5. As we strive to accomplish our mission and maintain the public's trust, we must carry out our responsibility to maintain high standards of honesty, integrity, and conduct. I expect every manager, supervisor, and employee to share this important responsibility with me and treat any form of harassment as a serious issue that we will work together to eliminate.
6. This memorandum supersedes TRADOC Policy Letter 7, subject: Prevention of Sexual Harassment, 5 Dec 05.
7. This policy is effective for 2 years from the published date.

Encl

  
WILLIAM S. WALLACE  
General, U.S. Army  
Commanding

DISTRIBUTION  
(see next page)

ATCS-E

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Deputy Chiefs of General and Chiefs of Special Staff Offices,  
HQ TRADOC

## TRADOC PROCEDURES FOR DEALING WITH HARASSMENT

1. Policy: U.S. Army Training and Doctrine Command (TRADOC) will not tolerate any type of harassment based on sex, race, color, religion, national origin, age, disability, or engaging in protected activity (reporting or opposing discrimination) in the workplace. This prohibition covers harassment by anyone in the workplace, to include supervisors, coworkers, contractors, and nonemployees.

### 2. Types of Harassment:

a. Discriminatory harassment is based on race, age, national origin, religion, gender, and mental or physical disability.

b. Sexual harassment is a form of sex or gender discrimination and one of the most prevalent forms of workplace harassment. It exists in two forms:

(1) The first involves a tangible employment benefit (quid pro quo) where a supervisor or manager withholds an employment benefit or gives one in return for sexual favors. A tangible employment benefit requires a change in employment status and can include, but is not limited to, hiring, firing, failing to promote, or reassigning an employee to an undesirable location.

(2) The second form establishes a hostile work environment. The behavior must be either implicitly or explicitly sexual in nature, unwelcome, and severe or pervasive enough to create a hostile work environment.

c. Retaliatory harassment usually occurs when an employee engages in a protected activity such as filing an Equal Employment Opportunity (EEO) complaint or providing testimony in an EEO case. The most common basis for a finding of discrimination is retaliation. Supervisors must be sensitive to how their actions will be perceived by both the employee engaging in the protected activity and the employee's coworkers. Employees who engage in any protected activity must be free from any type of retaliation.

### 3. Responsibilities:

a. Employees: Report all instances of harassment before it becomes severe or pervasive.

b. Supervisors/Managers: Encourage employees to report harassing conduct as soon as it occurs. Protect the confidentiality of the individual(s) alleging harassment to the extent possible. Investigate all allegations of harassment and take appropriate action based on the results of an inquiry. Ensure follow-up to prevent further harassment or reprisal action.

Encl

4. Guidelines for Investigating Complaints: When an allegation of harassment is brought to the attention of a management official, the following actions will take place:

a. Evaluate the substance of the allegation(s) and refer to the appropriate agency or appoint an impartial person outside the employee's office to examine the allegation(s) immediately. The designated person must have the ability to interview and evaluate witnesses and determine their credibility.

b. At a minimum, interview the employee(s) and alleged harasser(s) to obtain relevant facts. Third parties who could reasonably be expected to have relevant information should also be interviewed.

c. A report will be provided to the appropriate management official for action as appropriate.

d. If the allegation is substantiated and found to violate policy or law, immediate and appropriate corrective action must be taken. Appropriate actions might include discipline, training, and counseling; monitoring the harasser(s) to stop the harassment and prevent its recurrence; apologies by the harasser; and restoration of leave or correction of any other harm the harassment caused to correct its effects. Consult your servicing labor counselor and civilian personnel advisory center specialist immediately for assistance in determining a course of action.

e. Lastly, the employee will be apprised of the outcome of the investigation in general terms (for example, we found there was discriminatory harassment due to your age and appropriate action has been taken).